



Ramsay
Générale
de Santé

Nous prenons soin de vous

RAMSAY HEALTH CARE
INVESTOR DAY
PARIS
MARCH 2ND 2017

INTRODUCTION

PASCAL ROCHÉ

- › Chief Executive Officer



DENIS CHARLES

- › Group Head of Operations



ARNAUD JEUDY

- › Chief Financial Officer



RAMSAY GÉNÉRALE DE SANTÉ IN FIGURES



122 Facilities



1st private operator
in cancerology



23 Emergency
Departments



17% market share



22,000 employees
6,000 practitioners



1.7m patients



15,000 beds
and places

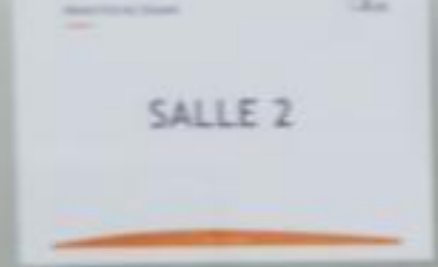


33,000 deliveries

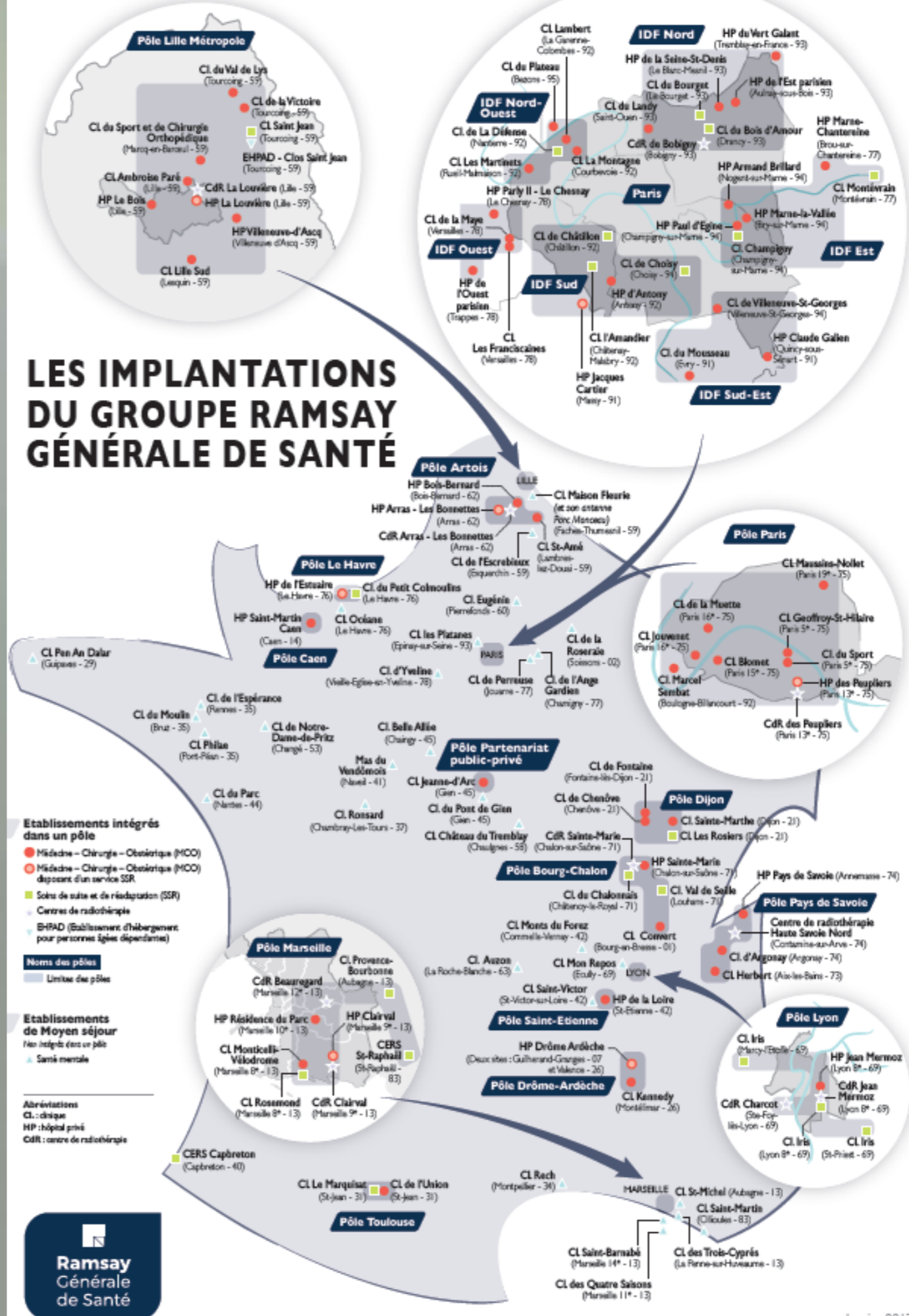


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CLOSE TO 50% OF THE FRENCH POPULATION



LES IMPLANTATIONS DU GROUPE RAMSAY GÉNÉRALE DE SANTÉ



- Etablissements intégrés dans un pôle**
- Médecine - Chirurgie - Obstétrique (MCO)
 - Médecine - Chirurgie - Obstétrique (MCO) disposant d'un service SSR
 - Soins de suite et de réadaptation (SSR)
 - Centres de radiothérapie
 - ▲ EHPAD (Etablissement d'hébergement pour personnes âgées dépendantes)
- Noms des pôles**
- Limite des pôles
- Etablissements de Moyen séjour**
- ▲ Non intégrés dans un pôle
 - ▲ Sans activité
- Abréviations**
- CL : clinique
 - HP : hôpital privé
 - Cdr : centre de radiothérapie



A FOOTPRINT IN ALL AREAS

MSO

950,000
+ 2.1%
patients

FCR

850,000
+ 3.7%
days

**Mental
Health**

1,050,000
+ 4.2%
days

Sessions

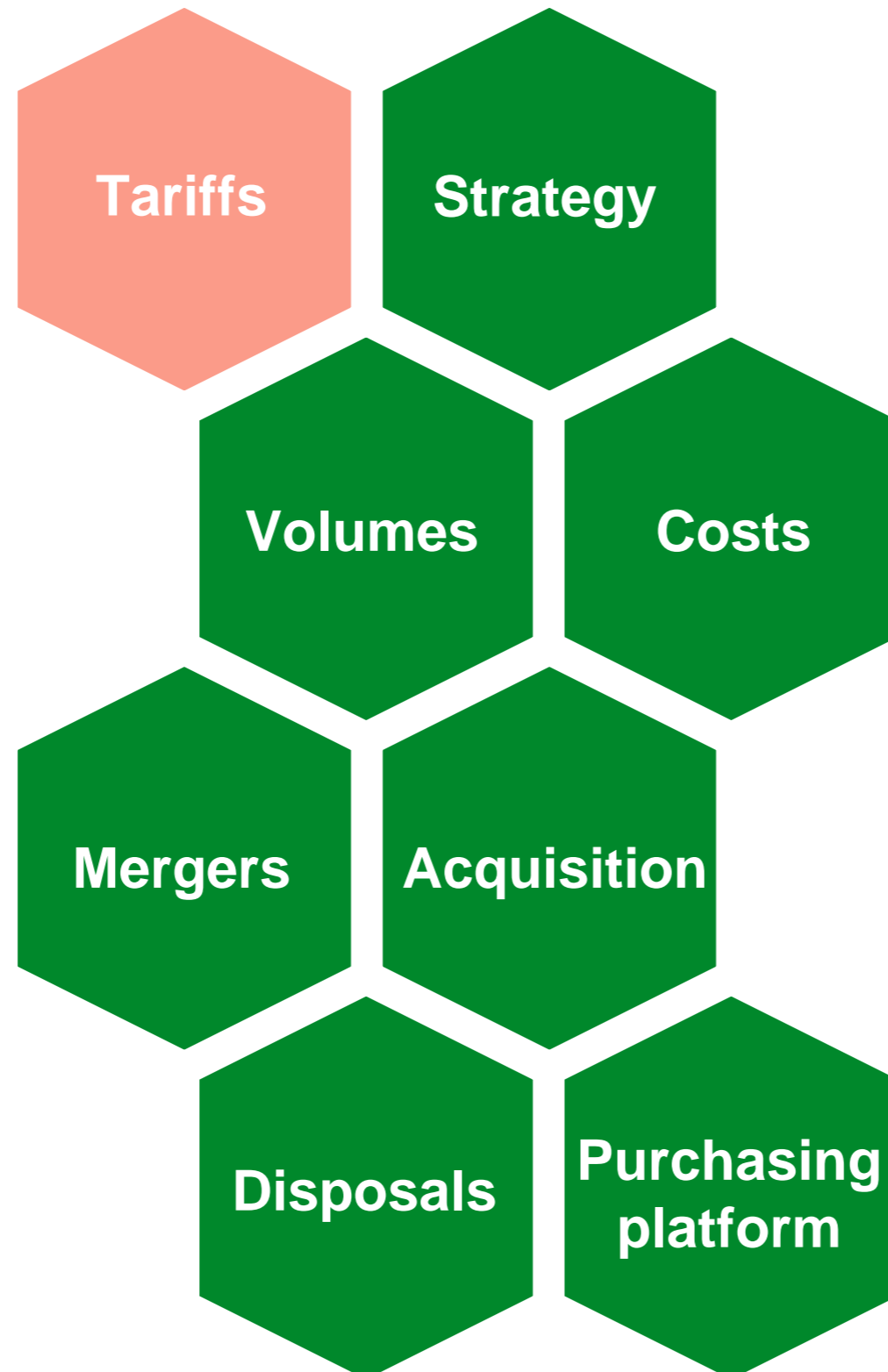
450,000
+ 2.9%

ED

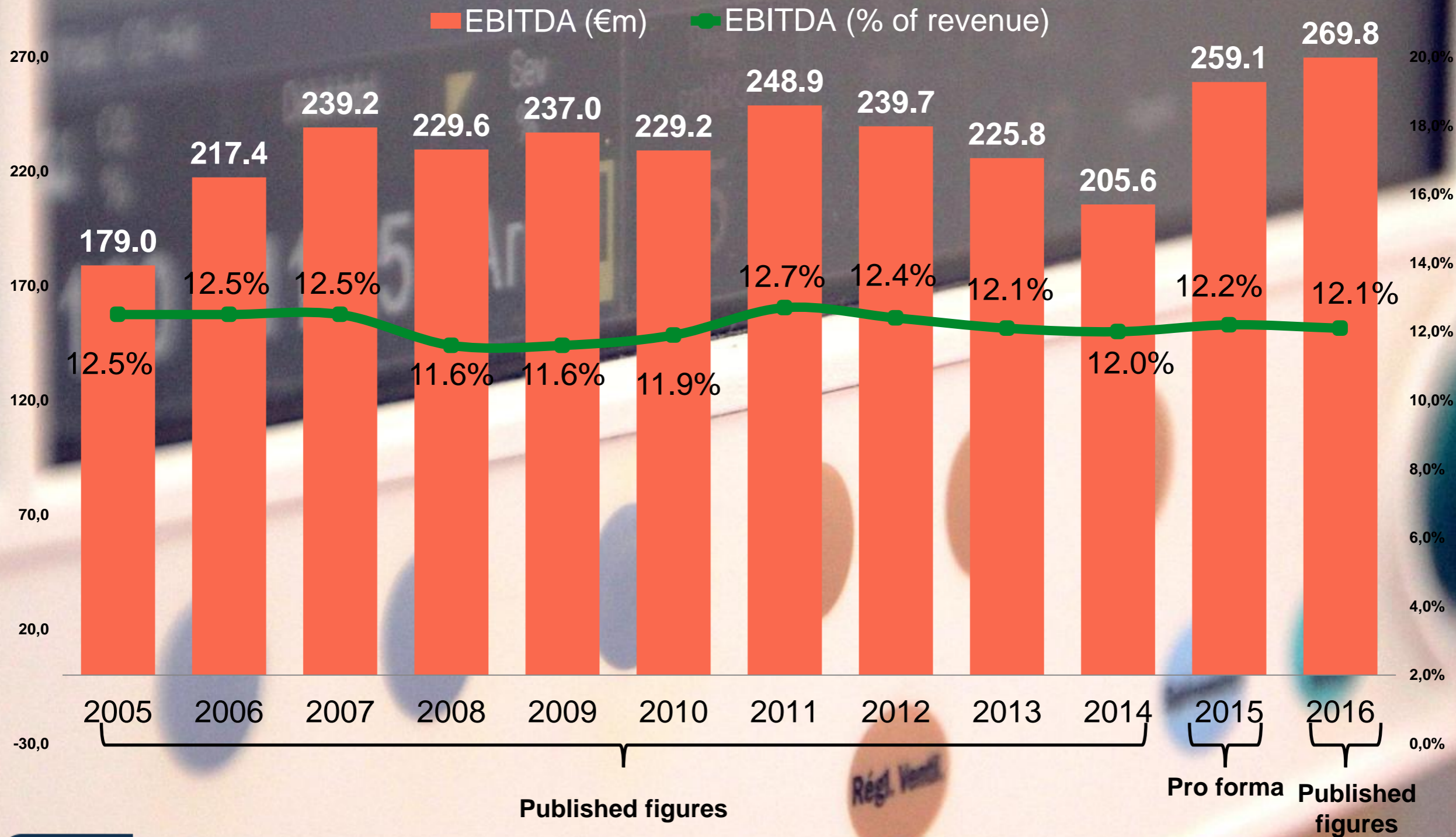
530,000
+ 8.2%
shows

**IN 2016, 1 OUT OF 10 FRENCH PATIENT HAD
SURGERY IN ONE OF OUR MSO FACILITY**

WHAT HAPPENED SINCE RHC TOOK A MAJORITY SHARE IN GDS IN OCTOBER 2014?



RESULTS



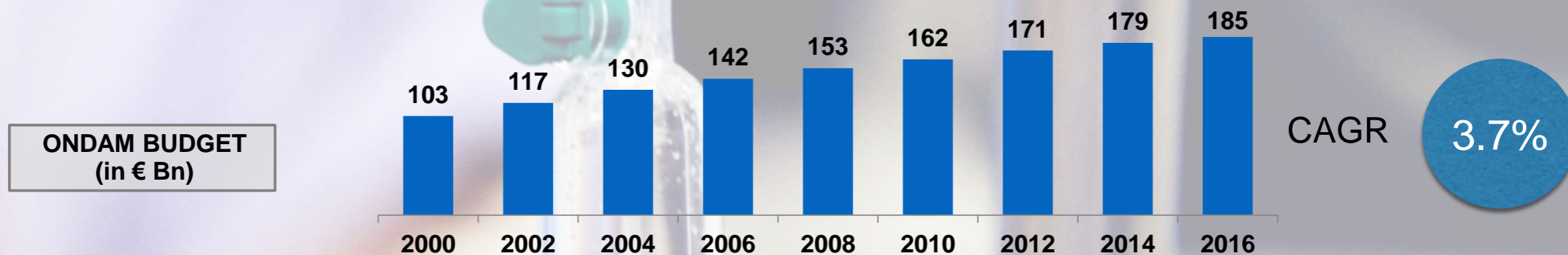
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COMBINED P&L ACCOUNT (6 MONTHS)

Published perimeter	July-December 2015	July-December 2016
Revenue (in €m)	1,015.6	1,077.8
EBITDAR	193.6	206.0
<i>% of revenue</i>	19.1%	19.1%
EBIT	47.8	61.0
<i>% of revenue</i>	4.7%	5.7%

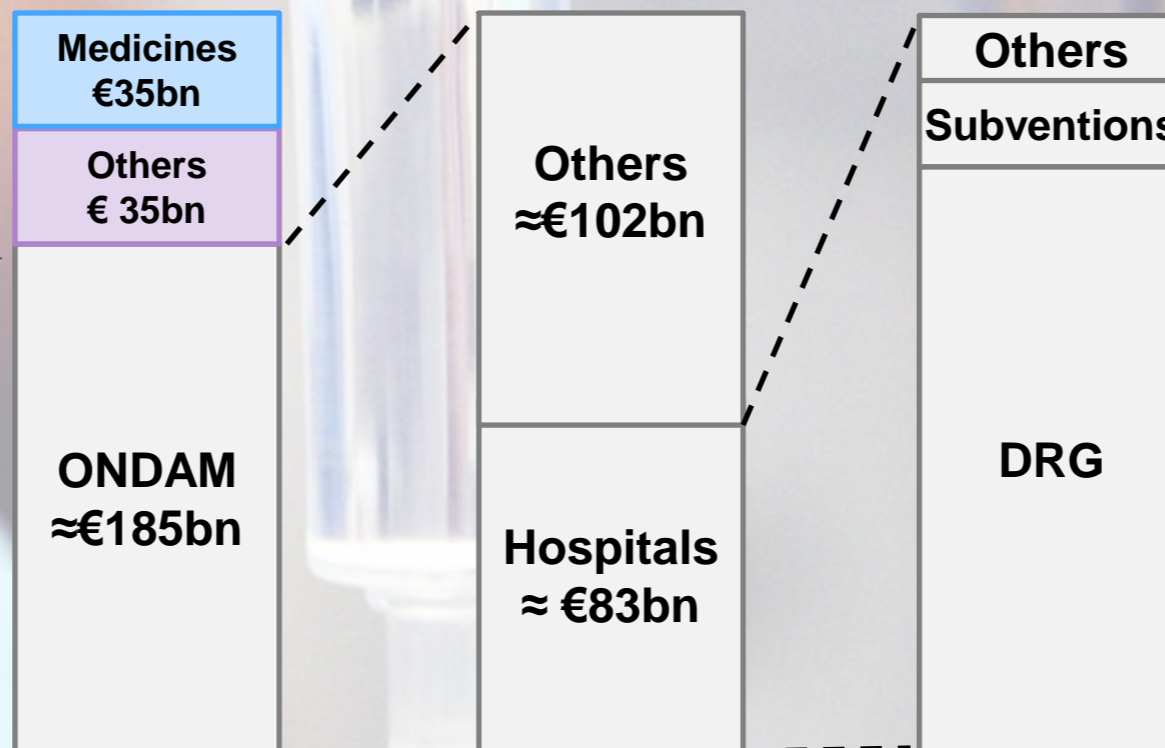
MACROVIEW: HOW ARE WE FUNDED?

Medical services of private clinics are funded by the public health system within the ONDAM budget.



2016 National health expenses

€255bn



Voted every year by the Parliament within the "Projet de loi de finances"

Private clinics funding pockets

SUSTAINABLE DRIVERS

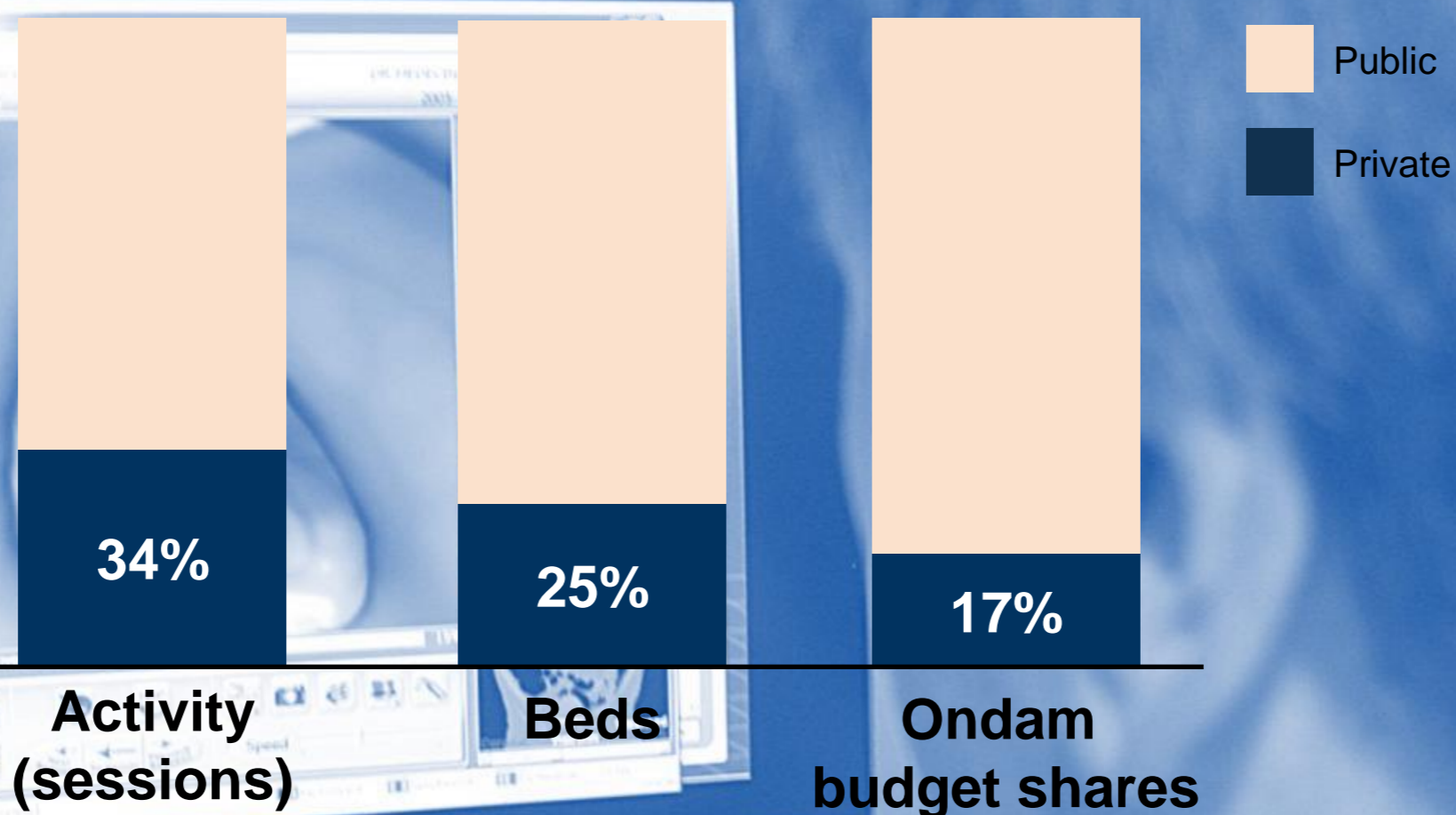
POPULATION
GROWTH

AGEING
POPULATION

CHRONIC
DISEASES

THERAPEUTIC
INNOVATIONS

PRIVATE HEALTH CARE FOOTPRINT IN FRANCE



OUR ECOSYSTEM IS CHANGING

1 HEALTH EXPENSES

2 MARKET CONSOLIDATION

3 PATIENTS EXPECTATIONS

4 PRACTITIONERS EXPECTATIONS

5 MEDICAL AND ECONOMIC MODEL

HOW DO WE ADAPT?

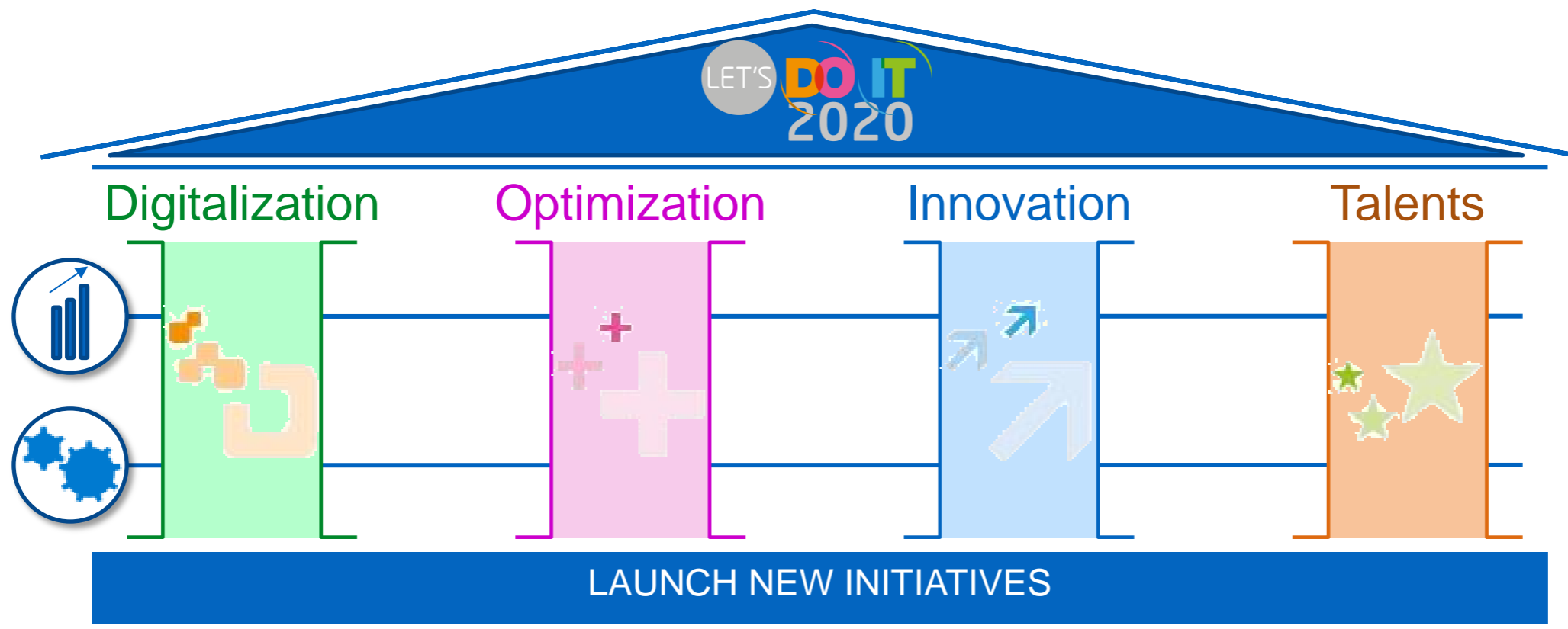


HOW DO WE ADAPT?



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HOW DO WE ADAPT?



Day surgery Clusters Quality
 Performance Services Chains
Medicalisation
 Footprint Interns Adaptation Clinical Research

PRESERVE AND REINFORCE OUR CURRENT STRENGTHS



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REINFORCE OUR STRENGTHS : QUALITY



2

Accreditations



1

General ranking¹



3

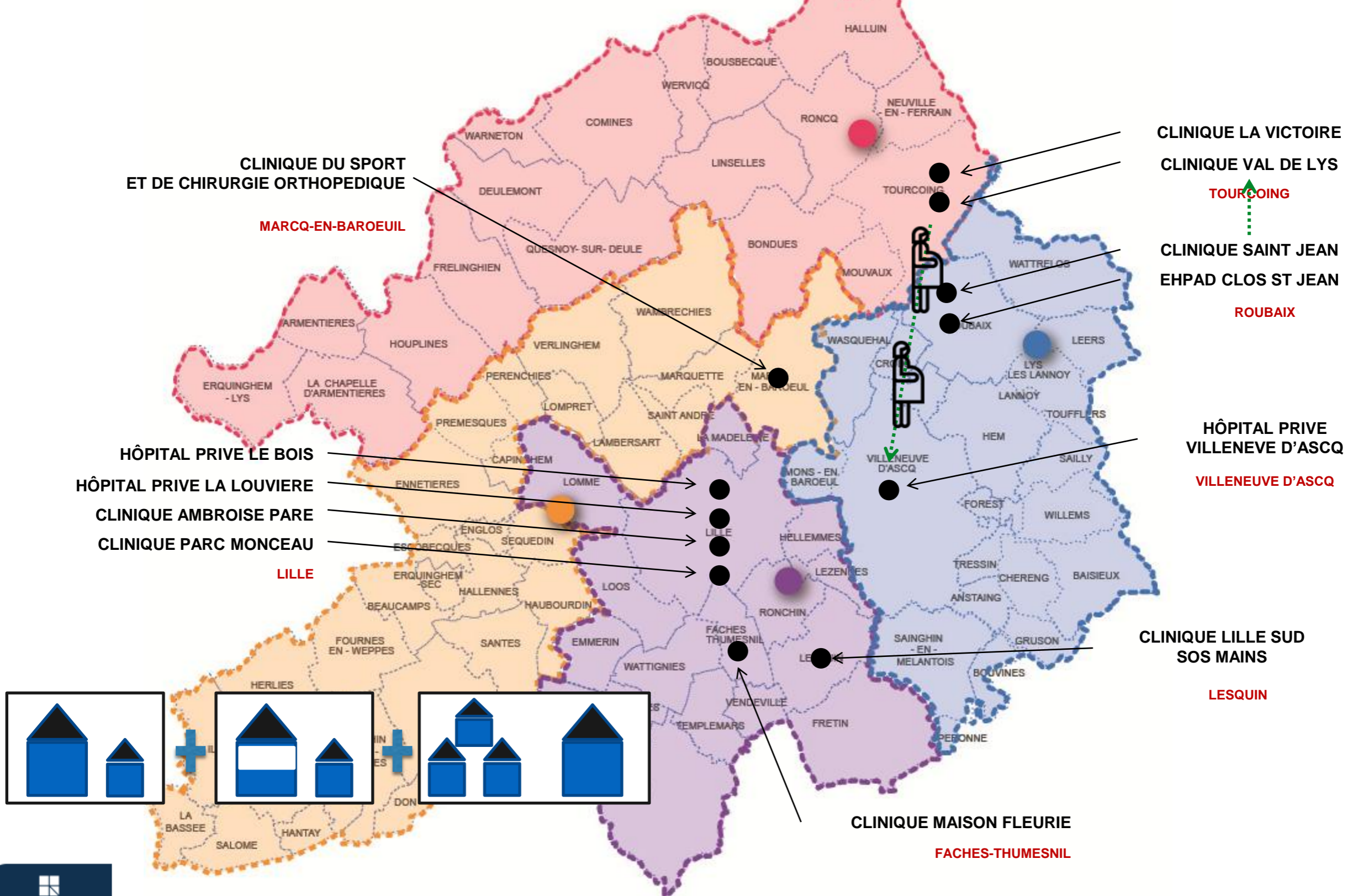
General ranking¹



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¹Source : Le Point, Août 2016
RHC Investor day March 2nd 2017 HP Clairval, HP Geoffroy St Hilaire et la Clinique Jouvenet

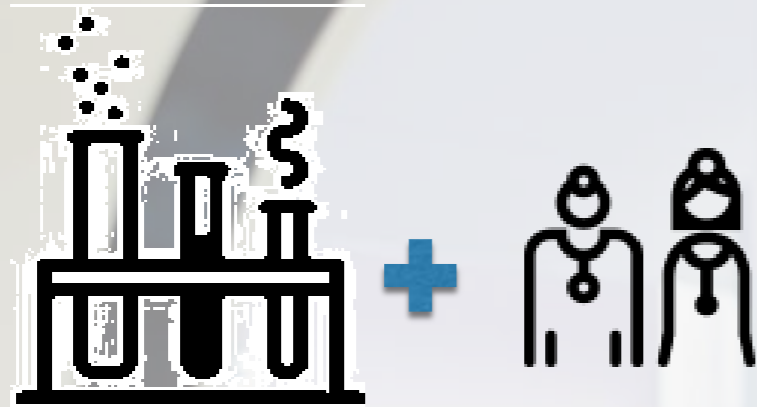
OPTIMIZATION WITHIN CLUSTERS



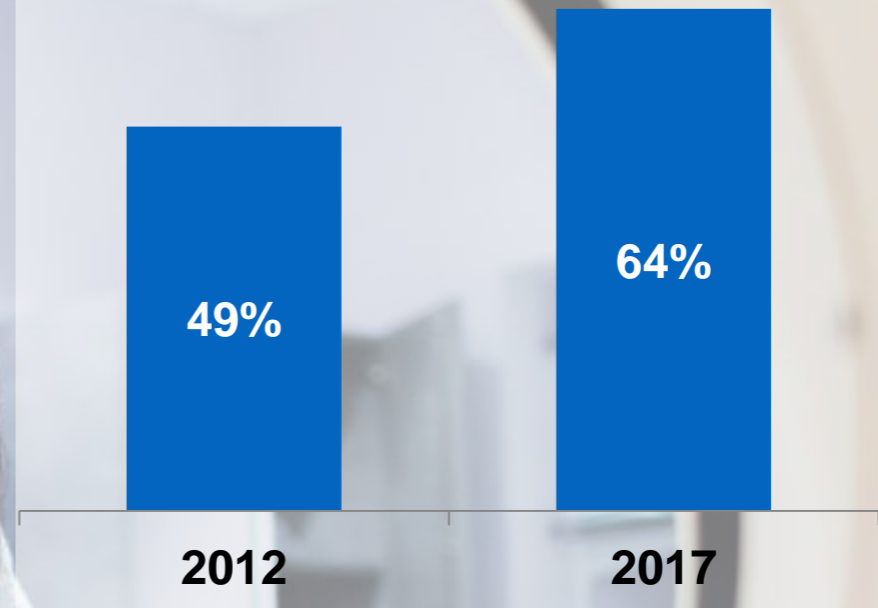
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BUILD ON OUR STRENGTHS

RGDS and practionners
work side by side



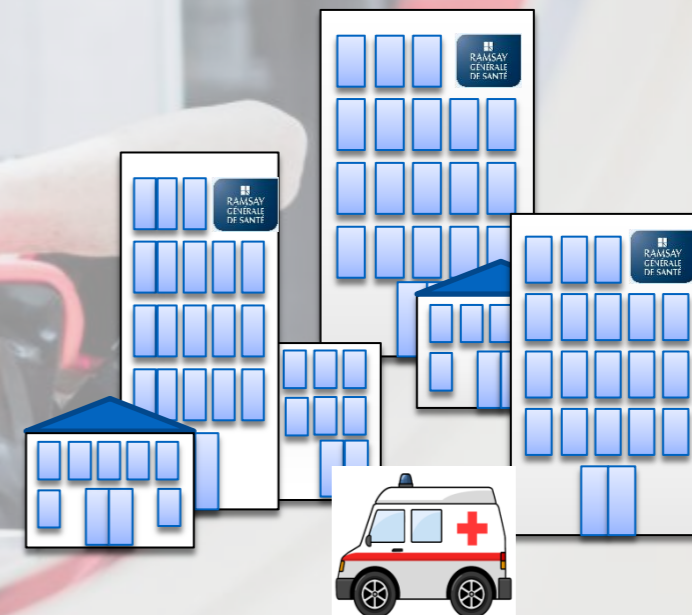
Day surgery



Build on our path cares



Clusters optimization



KEEP ON INVESTING : 2016

VELODROME



BOIS D'AMOUR



MERMOZ
3rd MRI



TOULOUSE
Neonatology



MERMOZ
Endoscopy and ED



YVELINE
Outpatient unit



SAINT BARNABE
Outpatient unit



SAINT MARTIN
3rd interventional
cardiology op. theater



VERT GALANT
2nd MRI and 2nd Scanner



MARNE LA VALLEE
MRI



CLAIRVAL
Scanner per op.



BOIS BERNARD
PET scan



KEEP ON INVESTING : MORE BROWNFIELD

DIJON



JOUVENET
Orthopaedic theater



SAINTE MARIE
Val de Seille FCR transfer



MOUSSEAU
Dialysis



MARCEL SEMBAT
Consultation center



CLAIRVAL
Arctherapy



LA DEFENSE
Transforming to FCR



LILLE



Thank you!